

# County of San Diego

## Department of General Services



## **Strategic Plan**

### **2010-2015**

*(Refresh 2011)*

*Our Vision is to become a trusted advisor  
not just a service provider and turn customers into clients*



**MISSION:** The Department of General Services of the County of San Diego will provide cost effective, efficient, quality and timely support services to County clients enabling them to fulfill their mission to the public.

## **ENVIRONMENTAL FACTORS**

- ❖ Aging infrastructure requires increased maintenance, continuing capital renewal and strategic management of all assets to make the appropriate investments.
- ❖ Increased emphasis and regulatory controls on reducing energy consumption and environmental impact affects all projects and processes
- ❖ Expectations for increased speed of product and service delivery and information.
- ❖ Changing technology and methods of delivery require different skill sets in the work force.
- ❖ Fluctuating cost of materials, fuel, construction and real estate impacts accurate budget projections and increases the strain on limited resources.
- ❖ Budget constraints increase pressure on all functions to reduce cost, increase efficiency and demonstrate measures of Effectiveness through metrics.



Project Management

# KEY INITIATIVES

## People

- ❖ Provide a safe and healthy work environment and increase healthy lifestyle awareness among employees
- ❖ Recruit, train and retain a skilled, diverse and satisfied workforce
- ❖ Provide an environment that promotes open communication, leadership, innovation and growth opportunities
- ❖ Develop all employees as knowledge workers
- ❖ Encourage professional certifications among employees
- ❖ Create succession plans to ensure continuity of leadership and expertise throughout the department



Fleet Management



Mail Services

## Processes

- ❖ Establish and document our processes to ensure quality, timely and consistent service delivery
- ❖ Integrate processes across business units to maximize effectiveness and train employees on new processes
- ❖ Provide continuous improvements by monitoring and evaluating industry trends and business processes
- ❖ Establish, monitor and update program execution plans and key metrics in alignment with County goals
- ❖ Incorporate management controls in all processes to reduce risks

# KEY INITIATIVES

## Clients

- ❖ Turn customers into clients by developing relationships built on trust and open communication
- ❖ Increase our understanding of the clients' mission and requirements. Value their input and make them part of the solution
- ❖ Provide regular and periodic project reporting which accurately predicts risks and potential issues



## Results

- ❖ Achieve a satisfied workforce measured by communication, retention, safety and employee surveys
- ❖ Achieve satisfied clients measured by early requests for involvement, continued business, increase in discretionary work requests, feedback and satisfaction surveys
- ❖ Achieve high quality, timely and within-budget product delivery by consistently applying well documented processes by well trained employees
- ❖ Achieve fiscal stability by accurately predicting rates and delivering products and services at or below estimated costs
- ❖ Consistently meet established goals and metrics
- ❖ Achieve recognition as leaders in our field by publishing success stories, sharing knowledge with other agencies, and applying for awards





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